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**Director of
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A Compendium of Interagency Coordinating Mechanisms: An Update

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Intelligence Producers Council

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*IPC 83-10001
August 1983*

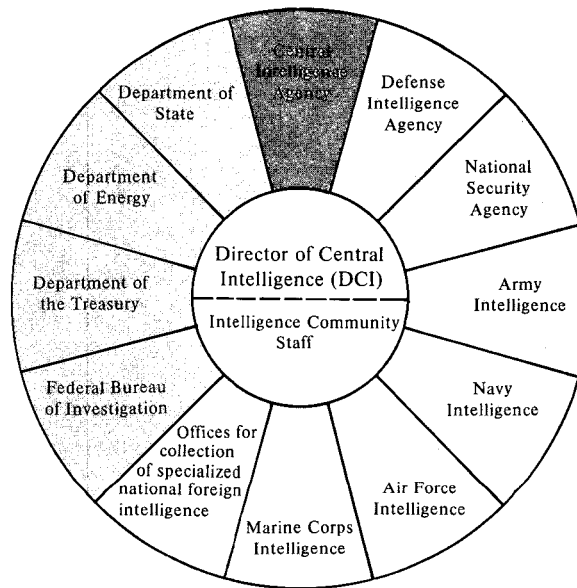
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The Intelligence Community

- Department of Defense elements
- Departmental intelligence elements (other than DOD)
- ▶ Independent Agency



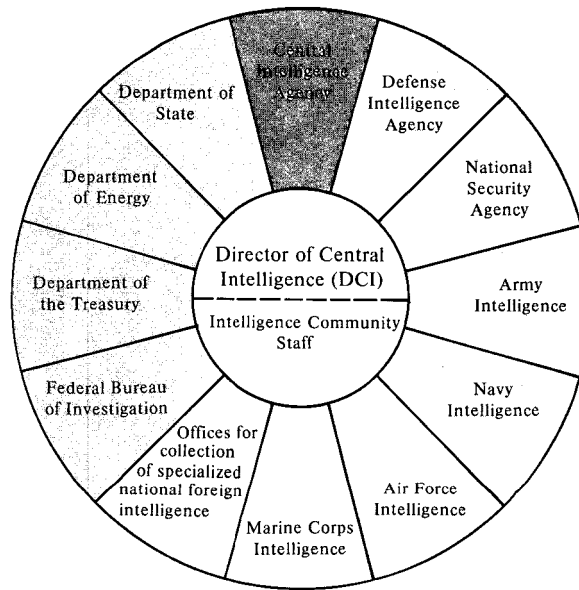
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Preface

The intelligence process—collection, processing, production, and dissemination—requires continued and effective communication among collection and production elements in the Intelligence Community. To further such communication, a number of interagency coordinating mechanisms—both formal and informal—are available for analysts and managers from various intelligence components to use for collection problems, research, or intelligence production. Some mechanisms have representatives from all agencies in the Community and address broad subject areas, while others are confined to a relatively small group who focus on much narrower topics. As an aid to analysts, this paper lists and describes existing mechanisms within the Community and elsewhere in the Executive Branch of government that serve as an interface on intelligence research and production.¹ It also includes a listing of community groups with which analysts can work to improve collection and exploitation in their substantive areas. High-level DCI advisory groups whose actions may impact on intelligence analyses and production are also listed in the paper.

¹ This paper does not include the senior interagency groups (SIGs) nor interagency groups (IGs) that assist the NSC in fulfilling its responsibilities. While the above groups, both regional and functional, may discuss intelligence matters, their focus is to establish policy objectives, develop policy options, make appropriate recommendations, and consider the implications of agency programs for foreign policy or overall national security policy.

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The Intelligence Community and the Need for Interface

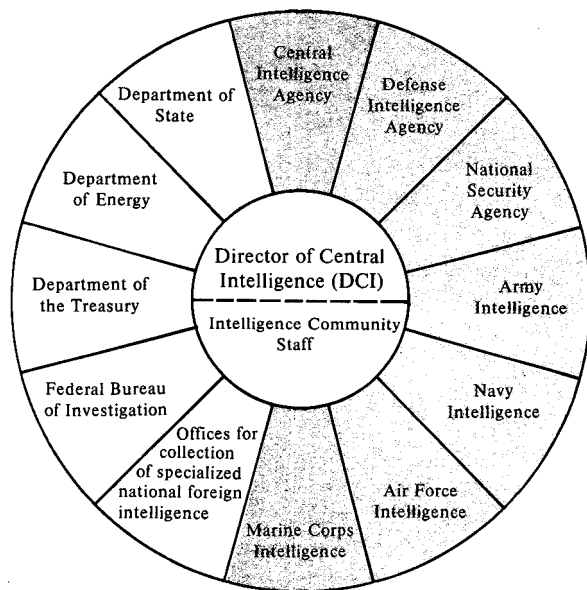
The Intelligence Community (IC) is charged by Executive Order with the responsibility for carrying out intelligence activities necessary for the conduct of foreign relations and the protection of the national security of the United States. (See page 3 for responsibilities and activities of the principal components of the Intelligence Community.) These activities include the collection of information needed by senior government officials and the production and dissemination of finished intelligence. The ability of the Community to successfully carry out these activities depends to a great extent on continual and effective communication between personnel of various intelligence components and dialogue with policymaking elements in the US Government.

As with any large organization, there are formal and informal channels within the Community for analysts and collectors to communicate among themselves. Interagency mechanisms have been established to promote both types of communication. They include groups concerned with research, analysis, and production and others that focus on collection and exploitation. There are also mechanisms (for example, NSC-sponsored groups or meetings initiated by State Department regional bureaus) outside the Intelligence Community that provide a forum for discussion among intelligence and policymaking elements.

Close coordination among Community elements is not limited to working-level analysts. There are also mechanisms at Community policy and management levels that facilitate coordination in establishing guidance for production and collection planning, in identifying solutions to production and collection resource problems, and in approving interagency intelligence products such as National Intelligence Estimates and Interagency Intelligence Memorandums. These mechanisms and those at the working level are discussed in the sections that follow.

The Intelligence Community

- > Department of Defense elements
- > Departmental intelligence elements (other than DOD)
- > Independent Agency



Interagency Mechanisms on Research and Production
Dialogue among analysts on research and production in the Community is effected through an extensive network of interagency mechanisms. Some 160 mechanisms enable analysts to exchange substantive information and information on production plans, research,

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The IC's Principal Components and Responsibilities

Central Intelligence Agency (CIA) has primary national responsibility for the clandestine collection of foreign intelligence, for conducting counterintelligence abroad, for research and development of technical collection systems, and for the production of political, military, economic, biographic, geographic, sociological, and scientific and technical intelligence to meet the needs of national policymakers.

Defense Intelligence Agency (DIA) satisfies the foreign intelligence and counterintelligence requirements of the Secretary of Defense, the Joint Chiefs of Staff, the Unified and Specified Commands, and Defense Department components and provides the military intelligence contribution to national intelligence.

National Security Agency (NSA) is responsible for the centralized coordination, direction, and performance of highly specialized technical operations in support of US Government activities to protect US communications and produce foreign information.

Army Intelligence provides specialized intelligence support (to include collection, production, and dissemination of military-related foreign intelligence as well as counterintelligence work) to the Army worldwide and to DOD.

Naval Intelligence works to fulfill the intelligence, counterintelligence, investigative, and security requirements and responsibilities of the Department of the Navy.

Air Force Intelligence conducts and manages collection, processing and analysis, and dissemination activities to meet worldwide Air Force and national intelligence needs.

Marine Corps Intelligence provides intelligence support to Marine Corps tactical commanders, primarily in the amphibious warfare mission area, and to Marine Corps worldwide contingency missions.

Department of State's Bureau of Intelligence and Research produces political and some economic intelligence to meet department needs; coordinates State's relations with foreign intelligence operations; disseminates reports received from US diplomatic and consular posts abroad; and participates in the preparation of National Intelligence Estimates.

Department of Energy is primarily a consumer of intelligence, but it collects political, economic, and technical information on foreign energy matters; produces some foreign intelligence; and provides technical and analytic research capabilities to other intelligence operations.

Department of the Treasury collects foreign financial, monetary, and economic data; produces analysis to support the Secretary of the Treasury and assists in the production of national intelligence.

Federal Bureau of Investigation (FBI) has primary responsibility for counterintelligence within the United States.

Appendix B lists those DCI Committees, subcommittees, and working groups that play a major role in implementing collection and processing requirements submitted by analysts. DCI Committees also address processing and dissemination problems, but in these areas their efforts are effectively supplemented by ad hoc, interagency groups. These ad hoc groups are also listed in the appendix.

Secret**Community Coordination at the Policy and Management Levels**

In addition to the DCI's Production and Collection Committees, there are other DCI advisory bodies that provide a forum for senior representatives from intelligence organizations involved in collection, processing, and analysis to exchange views and reach agreements on substantive aspects of national intelligence (see appendix C). The most senior, and perhaps the best known, is the National Foreign Intelligence Board (NFIB) whose membership includes the DCI, DDCI, the Deputy Director for Intelligence from CIA, and the heads of DIA, NSA, and State/INR. One of the principal functions of NFIB is to advise the DCI on the production, review, and coordination of national foreign intelligence. Other Community bodies that have an impact on analytic processes include the DCID 1/2 Committee, the Intelligence Producers Council (IPC), and the Critical Intelligence Problems Committee (CIPC). At a lower level than the NFIB, these bodies provide a mechanism for Community managers to identify key resource and substantive issues and to seek solutions to problems of common concern. ☐

25X1

There are still other mechanisms available to the DCI that do not involve direct participation by all Community elements but whose actions affect Community production and analyses. These mechanisms—the Military-Economic Advisory Panel (MEAP), the Political-Military Advisory Panel (PMAP), the Science and Technology Advisory Panel (STAP), the Nuclear Intelligence Panel (NIP)—were established by the DCI to provide a soundingboard and source of advice on a wide range of military-economic, political-military, and technical matters. Members of these advisory panels come from organizations and institutions outside the Intelligence Community. The functions of the panels are described in appendix C. ☐

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Appendix C

High-Level DCI Advisory Groups

Community Forums

National Foreign Intelligence Board (NFIB). The NFIB serves as the DCI's senior Community advisory instrumentality on the substantive aspects of national intelligence. Supported by an Executive Secretariat, its membership consists of the DCI as Chairman; the DDCI as Vice Chairman; the Deputy Director for Intelligence, CIA; the Directors of NSA, DIA, and State's Bureau of Intelligence and Research; the Assistant Director, FBI (Intelligence Division); the Assistant Secretary for International Affairs, Department of Energy; and the Special Assistant to the Secretary of the Treasury (National Security). Senior representatives of the military intelligence services and personnel representing DOD special reconnaissance programs will normally attend NFIB sessions as observers. The NFIB meets as required and advises the DCI on one or more of the following subjects:

- Production, review, and coordination of national foreign intelligence.
- Interagency exchanges of foreign intelligence information.
- Arrangements with foreign governments on intelligence matters.
- Protection of sources and methods.
- Activities of common concern.
- Other matters referred to it by the DCI.

DCID 1/2 Committee. The DCID 1/2 Committee is chaired by a senior official of the Intelligence Community Staff (ICS), and its membership includes representatives from agencies on NFIB. It is supported by a staff element of the ICS. In fulfillment of the DCI's responsibility to develop objectives and guidance for the Community, the Committee manages and operates the process for defining foreign intelligence requirements categories and for establishing the relative priorities of foreign intelligence information topics. The requirements categories and priorities of topics are set forth in a document entitled "US Foreign Intelligence Requirements Categories and Priorities," that is prepared for the DCI by the DCID 1/2 Committee and reviewed semiannually by the Senior Interagency Group (Intelligence) Committee

on Intelligence Priorities. The categories and their associated priorities are under continuing review and may be revised upon approval by the DDCI of a change nomination from policy elements or a member of the Intelligence Community.

Intelligence Producers Council (IPC). The IPC assists and advises the DCI, the Director, Intelligence Community Staff, and Community production managers on all matters pertaining to the production process and the quality of intelligence products. Its members include a chairman designated by the DDCI as well as senior representatives designated by CIA, DIA, State/INR, and NSA. Senior representatives from the ICS and the military intelligence services are observers on the council. Its functions are carried out under the general guidance of the DDCI and they include:

- Maintaining the National Intelligence Topics (NITs) listing and monitoring the Community's responsiveness thereto.
- Identifying and recommending means to improve intelligence production programs.
- Monitoring producer's needs for intelligence information and participating, as appropriate, in assessments and evaluations of present and proposed collection systems and activities.
- Participating in the Community's long-range planning process.
- Recommending policies and procedures on substantive intelligence exchanges with foreign governments.
- Providing producer's views on pertinent elements of the National Foreign Intelligence Program.

Critical Intelligence Problems Committee (CIPC). The CIPC is chaired by a senior official of the Intelligence Community Staff, and its membership includes high-level representatives from CIA, DIA, NSA, State/INR, Treasury, the FBI, and the military intelligence services. It is supported by an Executive Secretary and a small analytic element of the

ICS. The Committee is responsible for conducting timely, in-depth examinations of specific critical intelligence problems identified by the DCI, DDCI, and Intelligence Community components. On the basis of such examinations, the Committee recommends specific remedies, including the restructuring of collection, processing, and production efforts within existing resources, or through new initiatives requiring reprogramming or supplemental funding actions.

Independent Panels

Military-Economic Advisory Panel (MEAP). The MEAP, which meets at least twice a year, is composed of nine members from outside the Intelligence Community (for example, from the academic or business community) who collectively are experts on economics and political economy, formulation of national security policy, and weapons technology and defense industries. It was established by the DCI to provide a continuing review of the Community's military-economic analysis of the Soviet Union, China, and other Communist countries. The Panel's focus to date has been on the economics of the Soviet defense effort; the economy of the USSR particularly as it relates to Soviet defense activities; and the economic, political, and military considerations determining the size, pattern, and direction of the Soviet defense effort. In focusing on the above subject areas, they critique the data, concepts, and methodologies used in military-economic estimates and the appropriateness and scope of reporting the research findings. The Panel also recommends actions to enhance existing analyses.

Science and Technology Advisory Panel (STAP). The STAP, which meets quarterly in plenary session, includes senior scientists, executives, and other leaders from industry, academe, and government among its membership. It serves the DCI as a source of independent advice and expertise on a variety of scientific, technical, and management issues. The STAP also responds to requests for assistance from any Deputy Director or senior line manager who believes a STAP member's expertise may contribute to resolving a difficult technical intelligence problem. Its principal functions include ensuring that senior Community managers are forewarned of significant advances in state-of-the-art technology and in new applications of existing technology; highlighting the implications of current and future S&T developments

for intelligence activity; providing linkages between the Intelligence Community and the S&T communities in industry, academe, and government; serving as an outside source for objective evaluation of current and planned S&T-related intelligence activity; and reviewing evidence on existing S&T intelligence "enigmas" and suggesting avenues for solving these unknowns.

Political-Military Advisory Panel (PMAP). The PMAP, the most recently formed of the advisory panels, is intended to complement the work of the MEAP and STAP. Its members, largely from "think tanks" and academe, are experts on Soviet foreign policy. Its main focus is on interactions between the Soviet Union and other countries and regions. Since its establishment, the PMAP has been involved in reviewing research programs and in critiquing some national estimates on Soviet influence in the Third World.

Nuclear Intelligence Panel (NIP). The NIP, which meets at least twice a year, includes members selected by the DCI from industry, educational institutions, government, and the military services. The Panel serves the DCI as a source of independent advice and expertise on foreign nuclear energy matters (for example, fissionable material R&D and production; nuclear power production; nuclear propulsion; nuclear weapon R&D, design, fabrication, and testing; nuclear weapon stockpiles, nuclear weapon command and control; nuclear proliferation to other countries). The Panel is charged with the responsibility to:

- Review and make recommendations regarding judgments made by the Intelligence Community on available intelligence.
- Examine and recommend improvements in collection and analysis techniques.
- Examine and recommend changes in the US Atomic Energy Detection System and in the general collection program.
- Suggest trends in foreign nuclear programs.
- Recommend changes in the intelligence methods required to keep abreast of foreign nuclear technology.



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Glossary

Organizational Acronyms and Titles

	Acronym	Title of Organization
Community Participants	CIA	Central Intelligence Agency
	DIA	Defense Intelligence Agency
	DOE	Department of Energy
	NSA	National Security Agency
	FBI	Federal Bureau of Investigation
	INR	State's Bureau of Intelligence and Research
	AF/IN	Air Force's Assistant Chief of Staff Intelligence
	ACSI	Army's Assistant Chief of Staff for Intelligence
	ONI	Office of Naval Intelligence
	FTD	Air Force's Foreign Technology Division
	FSTC	Army's Foreign Science and Technology Center
	MIA	Army's Missile Intelligence Agency
	NISC	Naval Intelligence Support Center
	INSCOM	Army's Intelligence and Security Command
	ITAC	Army's Intelligence and Threat Analysis Center
	USMC (Int)	United States Marine Corps (Intelligence)
	NPIC	National Photographic Interpretation Center
	AFMIC	Armed Forces Medical Intelligence Center
Non-Community Participants	ACDA	Arms Control and Disarmament Agency
	JCS	Joint Chiefs of Staff
	NSC	National Security Council
	AID	Agency for International Development
	ICA	International Communication Agency
	IDCA	International Development Cooperation Agency
	State (T)	Undersecretary for Security Assistance (Science and Technology)
	State (H)	Congressional Relations
	State Bureau (EUR)	Bureau of European Affairs
	State Bureau (EA)	Bureau of East Asian and Pacific Affairs
	State Bureau (NEA)	Bureau of Near Eastern and South Asian Affairs
	State Bureau (PM)	Bureau of Politico-Military Affairs
	State Bureau (EB)	Bureau of Economic and Business Affairs
	State Bureau (RP)	Bureau for Refugee Programs
	State Bureau (OES)	Bureau of Oceans and International Environmental and Scientific Affairs
	State Bureau (INM)	Bureau for International Narcotic Matters
	Defense (OSD)	Office of the Secretary of Defense
	Defense (ISA)	Assistant Secretary (International Security Affairs)
	Defense (DARPA)	Defense Advanced Research Projects Agency
	Defense (OUSDRE)	Office of the Under Secretary of Defense for Research and Engineering

**Organizational
Acronyms and Titles (continued)**

Acronym	Title of Organization
DNA	Defense Nuclear Agency
SAC (JSTPS)	Strategic Air Command (Joint Strategic Target Planning Staff)
PACOM	US Pacific Command
CINCPAC	Commander in Chief, Pacific
DEA	Drug Enforcement Agency
DSAA	Defense Security Assistance Agency
FEMA	Federal Emergency Management Agency
EPA	Environmental Protection Agency
USDA	United States Department of Agriculture
ITC	International Trade Commission
STR	Special Trade Representative
DOT	Department of Transportation
OMB	Office of Management and Budget
OSAF	Office of the Secretary of the Air Force
NASA	National Aeronautics and Space Agency
SACLANT	Supreme Allied Commander, Atlantic
USIA	United States Information Agency
USMLM	United States Military Liaison Mission

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